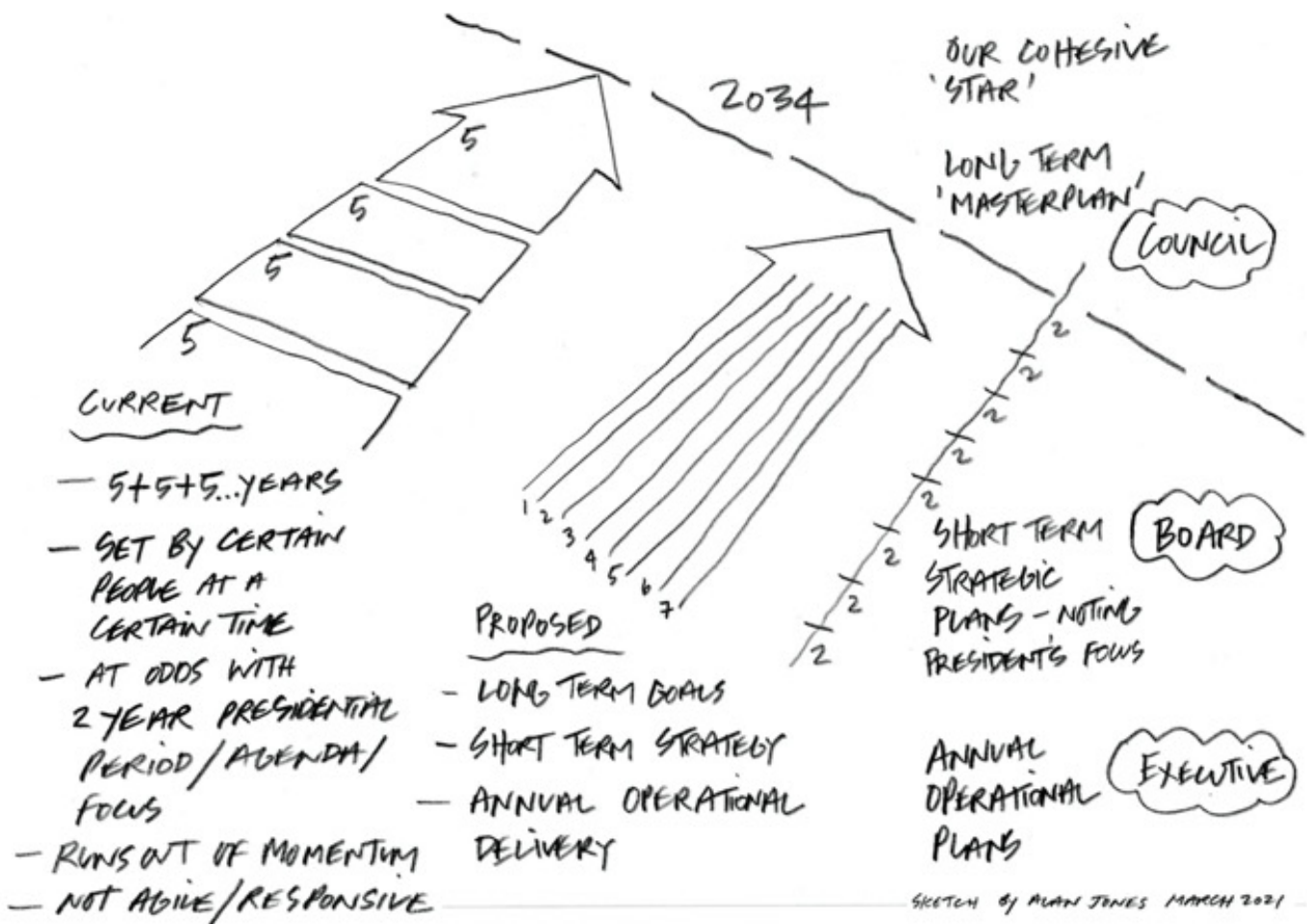


# 2022-23 Biennial Action Plan

Building the House of Architecture



This document sets out the plan of action over the 2022-2023 period for achieving the objectives articulated in the 2034 Masterplan.

This is a pivotal time for RIBA,  
for architects and architecture.

To deliver the Biennial Plan we will focus on balancing the organisation's finances, building our physical and virtual House of Architecture, investing to engage and support our global membership, developing new pathways into the profession, seeking solutions to the worsening PII crisis, and facilitating a low carbon future.

This Action Plan has been set by the RIBA Board, with the support, strategic advice and guidance from elected representatives on RIBA Council and the Executive.

With ten clear priorities, underpinned by 52 specific actions, the Action Plan will enable RIBA to focus its outputs to ensure architects create value for society.

1. Building the House of Architecture
2. Balancing the budget
3. Improving and increasing membership engagement
4. Improving access to architecture
5. Addressing PII
6. Addressing Carbon
7. Strengthening the ARB relationship
8. Consolidating and showcasing our Collection
9. Improving our communications
10. Developing a high-performing team

It will enable us to rebuild a relevant and dynamic global membership body that supports architects, promotes architecture and celebrates excellence.

**Simon Allford,**  
RIBA President

# Draft 2022-2023 Biennial Plan

Educating and Supporting Architects, Promoting Architecture and Celebrating Excellence

Priority	2034 Masterplan Alignment	Actions	Board Owner	Committee	Task & Finish Group	Success Measures	Delivery Date			
1	Building the House of Architecture	Culture Delivering Education	1.1	Reimagining 66PP to create a place for our collection for our Members and the public and schoolchildren to actually see	Simon Allford Jo Bacon Mary-Anne Stevens Nik Benford	Cultural Knowledge & Outreach	Finding & Accessing Architecture	No of visitors	Q4 2023	
			1.2	Develop 66 Portland Place into a wonderful accessible celebratory gallery of architecture and architects				No of attendees		
			1.3	Make the House of Architecture local, regional, national and international				No of attendees by area		
			1.4	Making 66PP accessible and affordable for all members and architectural groups				No of member and ass group users		Q4 2022
			1.5	Building a physical and digital home of the debate				No of debates held		Q4 2023
			1.6	Expanding the digital HUB and marketing as a member channel				No of users		Q2 2023
			1.7	Creating a new open house programme with a consolidated collection				No of events attendees		Q4 2023
2	Balancing the Budget	Delivering	2.1	Balancing our operating model	Murray Orr Simone De Gale Marjorie Strachan	Board	Delivery & Productivity	Total surplus	Q4 2023	
			2.2	Completing the organisational restructure				Key vacancies hired	Q4 2022	
			2.3	Protect the NBS sale monies as an endowment to give lasting income				Fund value	Q2 2022	
			2.4	Ensuring that multi-year allocations of LIF are budgeted				Funds are allocated		
			2.5	Rationalise property holdings				Surplus property disposed of	Q4 2023	
			2.6	Develop further our existing income streams				Non fees based surplus		
			2.7	Develop new income streams				Total surplus growth		
3	Improving and Increasing Membership Engagement	Delivering	3.1	Better engage our members to find out what they're interested in	Jennifer Dixon Graham Devine Nik Benford	Membership Nations & Regions	Delivery & Productivity	Member satisfaction score	Q4 2022	
			3.2	Connect with architects and students who don't engage with the RIBA				Member engagement score		
			3.3	Develop strategies to expand the membership to those architects who are currently "ARB only"				RIBA membership as a % of ARB membership		
			3.4	Complete establishment of committee				All committee established		
			3.5	Promote how our offer meets the needs of Students, Salaried Architects, Small Practice owners, Big practice owners and prospective members				Member satisfaction score		
4	Improving Access to Architecture	Diversity & Inclusion Education Practice & Business Skills	4.1	Work to promote the reduction of barriers to entry without lowering quality	Sumita Singha Simon Allford	Education & Learning Standards	Finding & Accessing Architecture	No of alternative routes into the profession	Q4 2023	
			4.2	Develop foundation course for level 6 apprentices.				No of course attendees		
			4.3	Work with the ARB to develop alternative ways of validation and output oriented prescription				ARB adoption of RIBA's proposals		
			4.4	Ensure inclusiveness across all our activities: training & guidance, policies & systems, talent & skills, role modelling				Engagement		
			4.5	Deliver against EDI Memorandum of Understanding commitments: developing data collection, education, competencies				Progress against MoU action plan		
5	Addressing PII	Advocacy, Policy & Influence	5.1	Define requirements	Jack Pringle Simon Allford Jennifer Dixon	Practice & Policy	Professional Indemnity Insurance	Requirements established	Q1 2023	
			5.2	Research proposal for risk management competence oversight for Chartered Practices				Proposal developed	Q4 2023	
			5.3	Promote to PI insurance industry as "risks will be better managed"				Reduction in premiums for members	Q1 2023	
6	Addressing Carbon	Research, Knowledge & Data Education Practice & Business Skills	6.1	Develop carbon education and toolkits for members	Simon Allford Nik Benford Graham Devine	Practice & Policy Education & Learning	Climate Research, Knowledge & Data	No of users	Q2 2023	
			6.2	Communicate about and engage with all 35,000 chartered architects about carbon				Member engagement	Q4 2022	
			6.3	Becoming a net carbon zero organisation				Net zero carbon score	Q4 2023	
			6.4	Partner with UK construction industry institutions on net zero carbon standardisation and guidance				Define industry partnerships with clear deliverables	Q1 2023	
			6.5	Support and capitalise on the industry wide Built Environment Carbon Database				Carbon database launched, architects submitting data	Q1 2023	
7	Strengthening the ARB Relationship	Education Advocacy, Policy & Influence	7.1	Liaise with ARB on their CPD proposals to align with RIBA's mature programme	Sumita Singha Simon Allford	Practice & Policy	Regulation of the Architect	ARB adoption of RIBA's proposals	Q2 2023	
			7.2	Develop new ways of validation and prescription that would work for both the ARB and the RIBA				ARB adoption of RIBA's proposals	Q4 2023	
			7.3	Monthly engage with all 35,000 chartered architects about the value of RIBA competency tests and our relationship with ARB				Members engagement	Q4 2022	
			7.4	Propose new educational models that lower barriers, can be validated/prescribed in a way that works for RIBA/ARB/Schools/other stakeholders				Adoption of new models	Q4 2023	
8	Consolidating and Showcasing Our Collection	Culture Education Delivering	8.1	Develop a new post V&A consolidation and access strategy for the whole collection	Mary-Anne Stevens Jo Bacon Nik Benford	Cultural Knowledge & Outreach Education & Learning Nations & Regions	Finding & Accessing Architecture	Strategy developed	Q1 2023	
			8.2	Develop a plan to make our collections into a preeminent educational resource				Plan developed	Q4 2023	
			8.3	Build on the ongoing digitisation of our collections				% of collections digitised	Q1 2023	
			8.4	Consolidate all of the collections related storage facilities into one fit-for-purpose building				Single facility established	Q4 2023	
			8.5	Clearly define the use of the dividend from the endowment fund				Policy developed and approved	Q2 2022	
			8.6	Go to market and appoint agent to pre-let for the collections				Agent engaged	Q3 2023	
			8.7	Use more of the collection in mainstream RIBA activities and our houses- physical and digital				% of collection utilised	Q4 2022	
			8.8	Maintain excellent Awards programme and peer to peer learning				no of entries	Q4 2023	
9	Improving Our Communications	Delivering	9.1	Develop programme of proactive external communications and thought leadership	Sarah Boon Jennifer Dixon	Membership	Delivery & Productivity	Positive media engagement and commentary	Q4 2022	
			9.2	Drive improvements in member and customer communications - particularly email newsletters and campaigns				Member engagement		
			9.3	Strengthen internal communications and increase staff engagement				Staff engagement		
			9.4	Improve communications with key stakeholders including Council, committees and member groups				Member engagement and positive feedback		
			9.5	Develop social media strategy - with a focus on engaging the next generation with RIBA and the wider architecture profession				Member engagement and audience reach		Q1 2023
			9.6	Drive improvements in website and digital content - to increase professional & public engagement				Engagement analytics		
10	Developing a High-Performing Team	Delivering	10.1	Develop a motivated staff with a clear direction.	Marjorie Strachan Nik Benford	Board Nominations RemCo	Delivery & Productivity	Staff satisfaction	Q4 2023	
			10.2	Develop a fruitful collaboration between staff and members.				Member / staff satisfaction score	Q2 2023	

© Royal Institute of British Architects

Royal Institute of British Architects  
66 Portland Place  
London  
W1B 1AD

+44 (0)20 7580 5533  
[info@riba.org](mailto:info@riba.org)  
[architecture.com](http://architecture.com)

Charity No. 210566